



SFA University

Learning Management

February 28, 2001

Agenda

- **Overview**
- Learning Management (LMS)
- Business Case
- Strategy for Implementation
- Demonstrations
- Next Steps

Mod Support Process

1. Best Practices Research *complete*

Summarizes best-in-business information in order to identify functional specifications of knowledge repositories & libraries and identify a classification system for maintaining collected information for SFA U.

2. Straw Model and Operating Guidelines *complete*

Describes key business process for SFA U teams. Defines high level operating guidelines for Internal SFA Services, the Knowledge Management and Best Practices teams, and suggests knowledge databases or repositories to be established and maintained by SFA U.

3. Working Sessions and Summary Documentation *complete*

A series of working sessions used to review best practices research and straw model guidelines. During these sessions, SFA U's success factors and desired capabilities were defined. The results were to build a system and process that displays a strong emphasis on Learning Management.

4. Action Plan For Implementation

Defines operating capabilities for SFA U's desired Learning Management System along with qualitative information to be used in forming a business case for implementing the LMS system.

Executive Summary

- **Business Need** - Ability for SFA employees and external partners to research, register and complete training courses on-line
- **Task Order 29.1.4** - Present action plan for implementing both short and long term solutions through the use of a Learning Management System (LMS)
- **Proposed Solution**
 - Implement interim registration support
 - Identify/leverage synergies with other task orders
 - Conduct LMS business strategy & requirements analysis
 - Design, build and implement LMS

Agenda

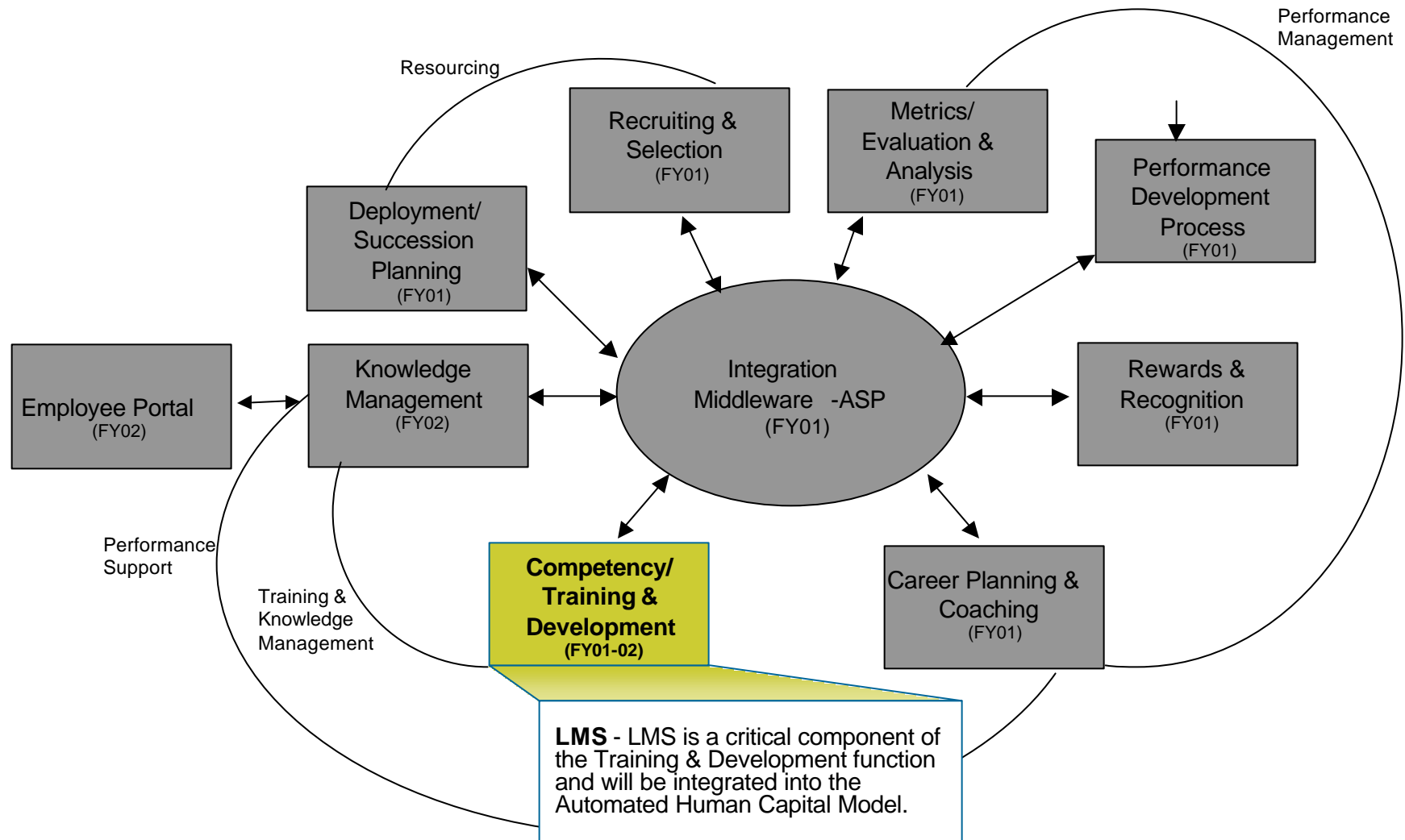
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Learning Management Overview

- **eLearning** - approach to enable the development of skills, knowledge and competencies through on-line/web-based technologies
- **Learning Management System (LMS)** - administers eLearning lifecycle through registration, scheduling, on-line curriculum, course delivery and reporting
- **Knowledge Management (KM)** - process and tools for acquiring, creating, sharing and using information to support an employee's ability to execute job tasks
- **Performance Management** - process for proscribing, measuring and tracking jobs and skills to affect career development
- **Portal** - centralized and standardized entry path to access content, functions, and features using web-based technology

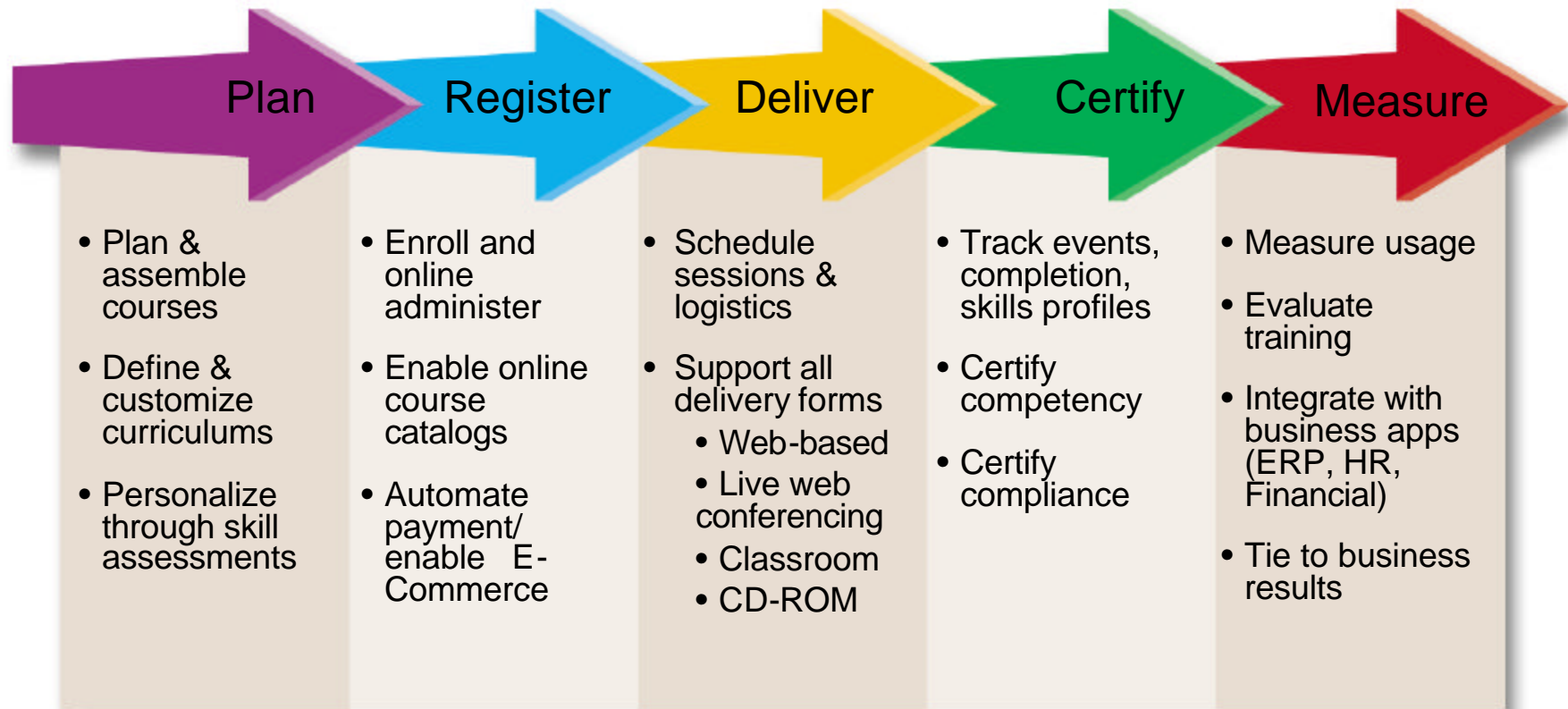


Automated Human Capital Model



Learning Management Lifecycle

LMS provides support in every phase of the learning management life cycle, transforming learning from an event to a continuous process



Sample LMS Capabilities

Personalized Learning

- Select home page preferences; save favorites
- Customize learning according to job, skills, competencies, interests
- Personalize electronic calendars for courses
- Track training options using curriculum maps

Alerts

- Receive notification of new/required learning events
- Review learning accessed most frequently by peers, other groups

Feedback

- Maintain and process registration requests
- Submit course evaluations online
- Receive notifications based on job, skills and proficiency
- Conduct self-assessment based on learning objectives
- Submit training and curriculum recommendations
- Limited on-line help/support

Collaboration

- View learning events via online catalog
- Participate in collaborative learning and job support
- Maintain course catalog for internal/external customers
- Maintain vendor database for internal customers only
- Receive information via webcast and email notifications
- Participate in chats and posted discussion topics

Job Support

- Access learning repositories containing traditional courses, online courseware, scheduled chats, bulletin board topics, etc.
- Access links to internal sites as well as to external sites
- Subscribe to internal and external newsfeeds

Learner Administration

- Review online schedules for learning events
- Register for courses online (both traditional & online courses)
- Receive automatic confirmation, reminders & cancellation notices
- Schedules participants in training rooms
- Define prerequisite learning events and restrict access to learning events

Learner Tracking

- Track learner usage of LMS
- Track course completion for certification
- Identify recommendations based on learner usage
- Track competency progression based on completion of learning

Resource Management

- Track effort required to administer learning
- Identify 'experts' within content areas and facilitate learner access
- Locate 'experts' across content areas and facilitate learner access

Logistics/Vendor Management

- Track vendor relationships (contract terms, licensing arrangements, feedback ratings)
- Arrange logistics for learning events (location reservations, order confirmations, key contact data)

Content Management

- Classify learning objects and events
- Assemble customized content
- Use processes to verify classification and content compliance

LMS Configuration

Course Administration

- Registration
- Logistics planning
- Custom reporting
- Resource management

Interactive Instruction

- Synchronous classes
- Student interaction
- Chat room

Individual Instruction

- Online CBT
- Self-study materials
- Online job aids

Content Development

- Online, self authoring
- Professional authoring

Open Publishing

- MS Word
- Flash
- Dreamweaver
- HTML

Site Management

- Configurable site
- Security
- Scalability

Hosting Services

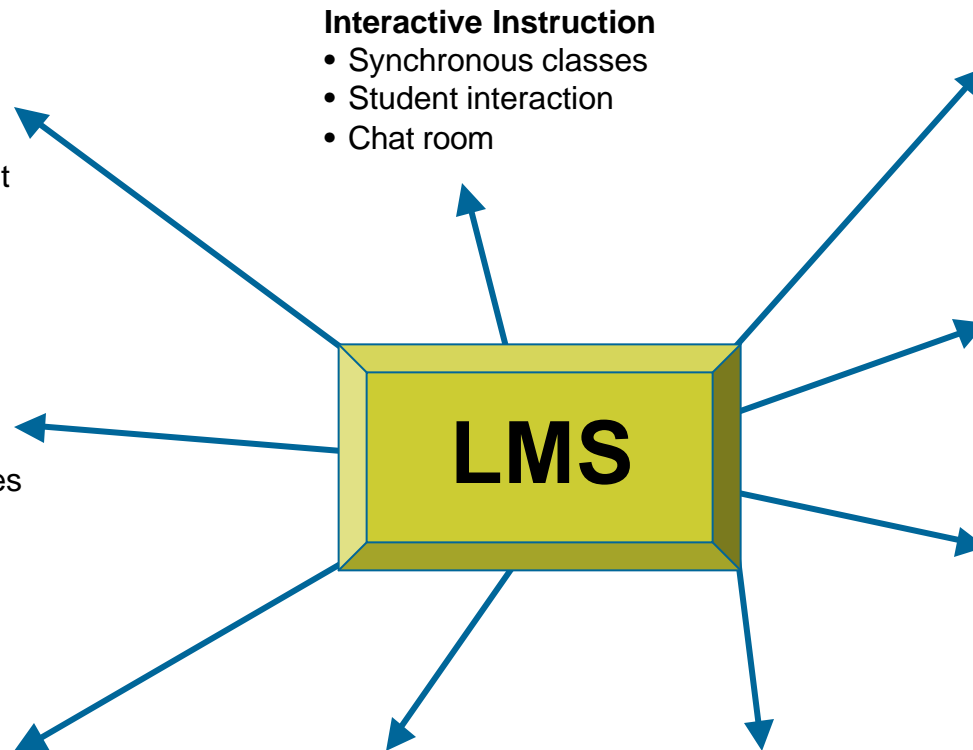
- Scalable architecture
- 24 x 7 support
- e-Commerce enabled

Course Library

- Catalog driven
- Standard & custom titles
- Bookmark favorites
- Course assessments

Student Access

- 24 x 7 access
- Search tools
- Printable certificates
- Limited online help/support



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LMS Success Factors

Success Metrics

- Increased number of learners (proactive vs. reactive planning) and reduced number of cancellations
- Improved learning effectiveness; reduced learner hours; elimination of unutilized, redundant or ineffective courses
- Reduced administrative hours; fewer support inquiries
- Improved accuracy of reporting

Contributing Factors

- Learner and course specific information accessible on-demand
- Learning requirements tracked and reported
- Learners share responsibility for implementing their learning plans
- Individual learning plans are established
- Course recommendations tied to individual profiles based jobs & competencies
- Course improvement/elimination through ongoing course assessments
- Learning management processes are clearly defined & communicated
- Automated processes (e.g. logistics planning, tracking of completion, etc...)
- Improvement of learning mgmt processes through ongoing assessments
- Availability of limited on-line help/support
- Learner, course & competency requirements are measured & analyzed
- Improvement of learning mgmt processes through ongoing assessments

SFA U Expected Benefits

- Reduced training delivery costs
 - Reduced number of course offerings based on course effectiveness and on-line customer feedback
 - Reduced/consolidated travel expenses
 - Enables additional delivery channels (web based training, self-study, collaboration, classroom, etc...)
- Reduced administrative costs
 - Less time required for course registration, logistics and setup by training administrators
 - Improved tracking and reporting of course usage and materials requirements
 - Fewer manual registrations
 - Fewer support inquiries
- Increased external customer satisfaction
 - Improved access to course information
 - Improved accuracy of course information
 - Streamlined registration process
 - Customer empowerment by providing feedback on courses and learning management processes
- Increased internal employee satisfaction
 - Personalized training experience with online access to training history
 - “Easy to identify” training needs based on job profiles and skills
 - Streamlined registration process
 - Automatic posting of course credit
 - Employee empowerment by providing feedback on courses and learning management processes

Risks to Success

Risks

- Strategy without consensus
- Low user acceptance and satisfaction
- Low use (content, policies, sponsorship, etc.)
- Incomplete process models (undefined processes, content becomes outdated, etc.)
- Scarcity of IT resources (personnel and facilities/hardware)
- Competing initiatives (drain on resources, multiple user initiatives, functional and technical dependencies)
- Cultural readiness (self service vs. directed)

Actions to Mitigate Risks

- Formulate business case
- Rollout through initiatives; retire alternatives
- Confirmed through business case (# users, # courses, locations)
- Define integration dependencies and maintenance program
- Train IT personnel; acquire sufficient facilities
- Coordinate with related initiatives as part of holistic program
- Assess cultural readiness

Sample Business Cases

Client

Sample client, Phase 1:
Implementation of basic LMS
functions

Sample client, Phase 2:
Customize and Extend

Accenture, full LMS
implementation

Value Drivers

- Reduced Costs
- Proof-of-Concept
- Improved customer satisfaction
- Decreased time to competency
- Consistent instruction
- Reduced Costs
- Improved customer satisfaction
- Improved access to learning

Deliverables

- Production ready learning management system
- Online, centralized training catalog
- Online course registration
- Generic course evaluations
- Customized learning management system
- Interfaces with other systems
- Converted training data
- Personalized training plans
- Additional training delivery channels
- Streamlined registration, curriculum management and reporting processes
- Intuitive, personalized web-based tool to provide single source for training administration
- New eLearning delivery channels to build skills while minimizing non-payroll costs

Benefits*

\$500K-1.5M

\$2M-5M

- Cost reduction of \$25 million over 3 years
- Additional cost reduction of \$133 million over 3 years
- Contribute to 355% ROI over 3 years (based on total eLearning infrastructure investment)

**Benefits are illustrative from other LMS implementations. SFA U specific projections will be established during the requirements phase.*

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Action plan for LMS Implementation

Phase 1: Business Strategy & Requirements (1 - 2 months)

- Inventory and gap analysis*
- Functional and technical requirements*
- Readiness assessment*
- LMS conceptual model*
- Delivery scenarios*
- Organizational impacts*
- Software selection recommendation*
- Deployment plan*
- Finalized business case*

*Deliverables

- Phase 2: Design, Build and Implement Basic LMS (3 - 5 months)
- Phase 3: Customize and Extend (ongoing)

Phase 1: Business Strategy & Requirements

Detailed Work Effort

1. Conduct Inventory and Gap Analysis

- 1.1 Prepare inventory and interview protocol
- 1.2 Collect existing functional requirements
- 1.3 Collect existing technical requirements
- 1.4 Identify and reconcile gaps between current & future processes
- 1.5 Conduct cultural readiness assessment

2. Create Requirements Framework

- 2.1 Compare redundant requirements/processes
- 2.2 Highlight opportunities for leverage and reuse
- 2.3 Prioritize business requirements
- 2.4 Create multi-generational blueprint
- 2.5 Document technical requirements/implications
- 2.6 Identify LMS linkages to HR processes/systems

3. Create LMS Conceptual Model

- 3.1 Establish governance
- 3.2 Determine organizational requirements (operating processes and related resources)
- 3.3 Indicate leverageable assets
- 3.4 Identify and document constraints/risks (including costs)

4. Determine Delivery Scenarios

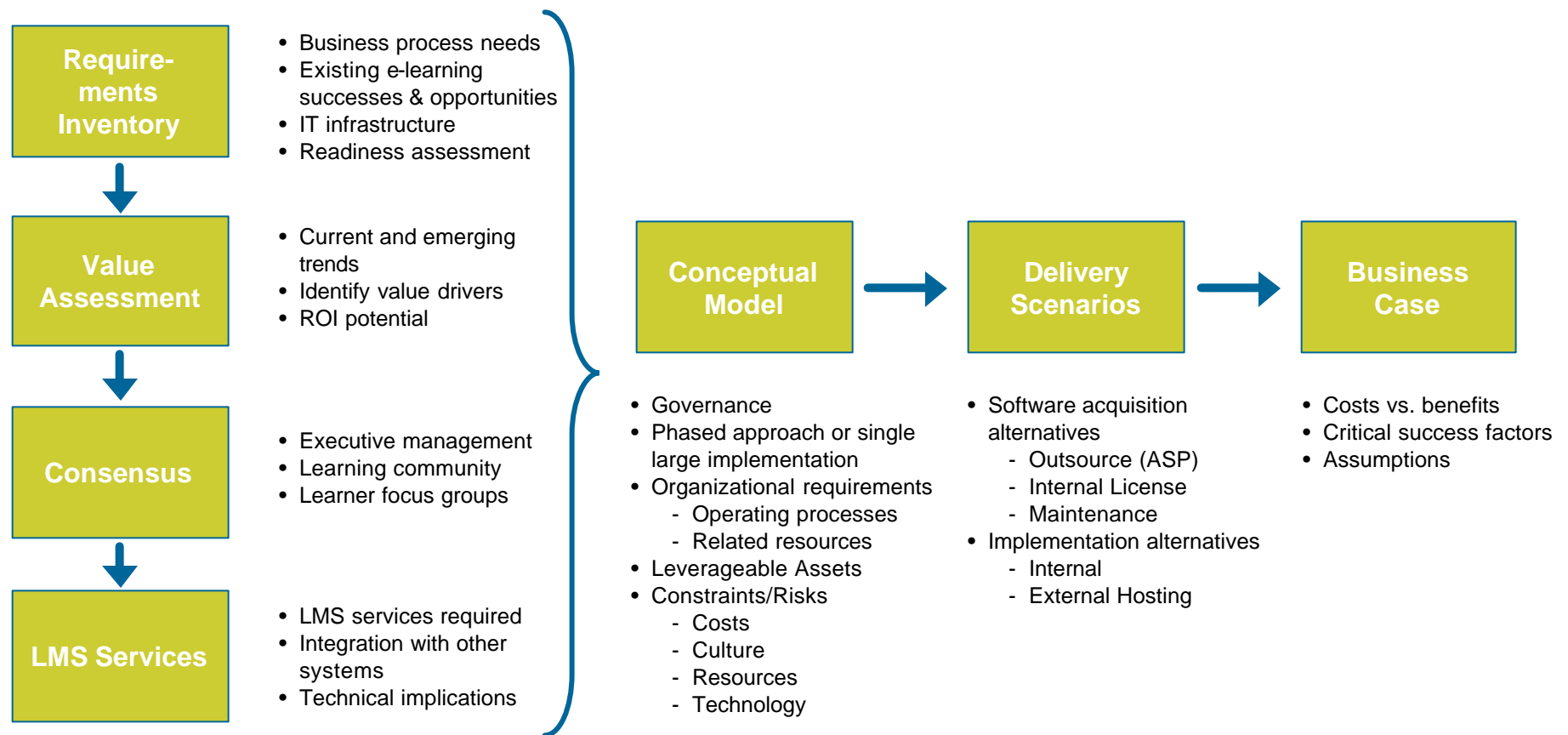
- 4.1 Define software acquisition alternatives
- 4.2 Evaluate outsourcing and internal vs. external scenarios
- 4.4 Select software vendor and implementation provider
- 4.3 Estimate implementation effort
- 4.5 Create deployment plan

5. Finalize Business Case

- 5.1 Create Business Case
- 5.2 Present findings and secure commitment

Phase 1: Business Strategy & Requirements

Process Overview



SFA U Implementation Alternatives

Alternatives

- Implement full LMS
- Implement basic LMS, customizations to follow

Benefits

- Full immediate capability
- Immediate basic administrative functions

Risks

- Redundant effort to define requirements
- Rework customizations based on evolving requirements
- Select wrong provider if requirements not stable resulting in limited functionality or unleveraged systems
- Select wrong provider if requirements not stable resulting in limited functionality or unleveraged systems
- Redundant implementation efforts

Recommended

- Implement interim registration solution; defer LMS until complete review of integrated business requirements

- LMS selection & integration based on complete requirements
- Integration with human capital middleware
- Meet immediate registration needs

- LMS rollout not immediate
- Effort to create limited interim registration solution

Sample Registration Alternatives

Current SFA U Registration Process

Employee Processes

- Access web-based registration site
- Review list of current courses offered
- Complete registration form (including special needs)
- Submit registration
- Review registration information

SFA U Administrative Processes

- Registration information sent to database
- Training administrator reviews registration information and course list
- Training administrator creates course attendee lists

Internal Interim Solution

Employee Processes

- Review training options
- Select course and complete course registration form
- Receive and review email confirmation

SFA U Administrative Processes

- Training administrator processes training request and adds employee information to course database
- Training administrator sends email confirmation
- Training administrator manages logistics

Outsourced Interim Solution

Employee Processes

- Review training options
- Select course and complete course registration form
- Receive and review email confirmation

SFA U Administrative Processes

- Provide lists of potential students and contact information
- Document completed training based on information from outsourced provider

Outsourced Provider

- Manages course registration, notification, logistics, and certification

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Demo: Docent

- To be presented the week of March 5-9:



Overview

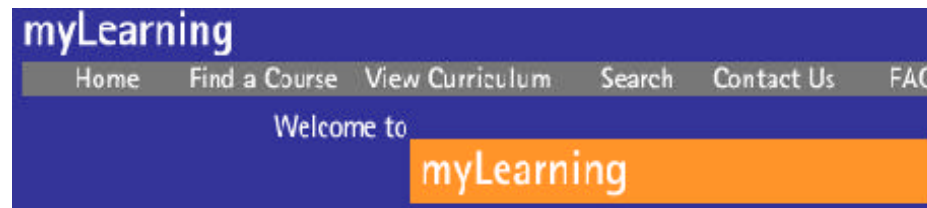
Demo: SmartForce

- To be presented the week of March 5-9:

MySmartForce

Demo: MyLearning.Accenture.com

- To be presented the week of March 5-9:



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Next Steps

- Implement interim registration support
- Complete SFA U LMS business case relying on a phased approach
 - Leverage synergies/requirements from other task orders
 - Conduct LMS Business Strategy & Requirements
 - Refine Business case
 - Approval for LMS implementation
- After LMS funding
 - Design, build and implement basic LMS
 - Customize and extend LMS